MAR 13 1967

MEMORANDUM FOR THE RECORD

SUBJECT: Luncheon Meeting with Colonel White
on Management Training

1. On 6 March 1967 the following met with Colonel White in the Director's Dining Room to discuss certain aspects of management training: Messrs. Bannerman, Warfield, Richardson, Echols, [_____] and Dr. Tietjen.   25X1

2. <u>Preliminary Discussion</u>

Colonel White led off the discussion by telling of a recent meeting of Federal Executive Officers (a group of senior Federal officials who meet monthly in Friday-night and Saturday-morning sessions to discuss administrative problems of common interest) which was devoted entirely to management training. The meeting included several presentations on sensitivity training, he said, and an especially interesting talk by Frank White, Internal Revenue Director for southwest Texas, on the Managerial Grid. These talks evinced the interest of a number of Federal agencies in some of the recent innovations in management training and their interest in expanding such training.

3. <u>Managerial Grid -- Pilot Project in Office of Finance</u>

Attention was then focused on the Managerial Grid and the pilot project conducted for the Office of Finance in 1965-66. Colonel White recalled that he had initiated this project but had not been told of its results. In response, Mr. [_____] sketched the background of the project and explained the main elements of the critique of it that he is preparing.   25X1

Beginning in the spring of 1965, five separate seminars in Phase I of the Grid were conducted for 131 Finance personnel, largely on their own time using nights and weekends. During the following fall and winter three Phase II seminars were held for 97 supervisors. On 29 June 1966 the Director of Finance submitted an evaluation of the project which [_____] described as "inconclusive"; as a consequence the OTR Support School undertook a rather careful study of the results achieved. A questionnaire that [_____] developed was sent to each of the 97 employees who took Phase II. It contained a series of questions carefully designed to elicit specific responses in a number of areas. 82 of the questionnaires have been returned and are being analyzed. In general, according to [_____], they reflect improved communications both upward and downward between employees and supervisors, more delegation of authority, better understanding of inter-office relationships, and portend an important improvement in attitude. On the other hand, they don't show any measurable increase in productivity.   25X1

25X1

Mr. [____] then told how the pilot project was conducted and how variations of it might be used for other CIA components. He also described Phases III and IV of the Grid. These involve the use of teams from a given component which in Phase III work with each other and in Phase IV with teams from other components, the purpose being to develop an attitude of cooperative effort in dealing with problems. Mr. [____] and others expressed the view that the real pay-off on the Managerial Grid should come in its advanced Phases and, if we believe the Grid approach to be valid, we should consider extending our present training effort to these Phases, beginning perhaps with the Support Offices.

25X1

4. Future Plans

After considering several possible ways in which the Agency might experiment further with advanced Phases of the Managerial Grid, Colonel White and Mr. Bannerman expressed the opinion that a decision should be withheld on this until Mr. [____] recommendations come in. Then we can examine possible combinations of the three advanced Phases of the Grid that might be offered and also the most logical groups to undergo such training. It was agreed that any serious efforts along this line should begin with a course for the most senior officials who can be expected to participate. This was thought to be Assistant Deputy Directors perhaps. Thereafter, participants should be picked from the next successive managerial levels down so that in each instance subordinate employees will not go through the training until their superiors have been initiated.

25X1

Thought was given to the possibility of dropping one of the advanced Phases or combining II, III, and IV into a couple of sessions. Those present were asked to consider such possibilities pending further discussions.

25X1

Mr. [____] voiced the hope that his critique of Phase II will be ready before the end of March, and Mr. Bannerman indicated that as soon as it is available he and his staff will discuss it in some detail with a view to recommending future plans for "the Grid."

25X1

[____]

Assistant Executive Officer to the
Deputy Director for Support

Distribution:
    Orig - DD/S Subject
      1 - DD/S Chrono